

# **Professional Licensing Kaizen Event Report Out**

**Team P<sup>3</sup>:**

**“Positive, Passionate, Professionals”**

**March 31-April 4, 2008**

# Why did we do this?

Shari Fett

Bureau Chief

Professional Licensing Bureau

# The “P<sup>3</sup>” Team Glenda



**Positive Passionate Professionals**

# Team Members

- **Team leader** Jeff Terrell, Department of Human Services
- **Sub-team leader** Jill Simbro, Professional Licensing Bureau
- **Consultant** Jim Scott, Consultant TBM
- **Consultant** Mike Rohlf, DOM
- **Members**
  - Sandy Malek, Professional Licensing Bureau
  - Dana Klisares, Professional Licensing Bureau
  - Gleen Coates, Professional Licensing Bureau
  - Jennifer Morrison, Professional Licensing Bureau
  - Glenda Loving, Professional Licensing Bureau
  - Heidi Patterson, Professional Licensing Bureau
  - Christy VanBuskirk, PE, Vice Chair, Eng & LS Bd
  - Anthony Babcock, PE, City of Des Moines
  - Jim O'Neill, Public Member, RE Commission
  - Gary Benjamin, PE, Chair, Eng & LS Bd

# Scope Dana

- the Real Estate licensing processes from the date the request is made from licensee (initial receipt application) to the point the license is issued.
- the Engineering & Land Surveying licensing by examination process from the date the application is received to the point the applicant is notified of approval for exam.
- the Engineering & Land Surveying comity licensing process from the date the application is received to the point the licensee is notified of approval.

# Goals

## Dana

- 1. Process all application notifications in less than three weeks.**
- 2. Reduce backlog for Engineering & Land Surveying process to zero.**

# Objectives

## Dana

1. Define what the current application process is for each profession for in-state and out-of-state applicants.
2. Identify commonalities between the professions.
3. Identify differences between the professions.
4. Increase the number of complete/accurate initial application packets.
5. Reduce the waiting time for issuing licenses.

# Kaizen Methodology

## Jeff Terrell

- Clear objectives
- Team process
- Tight focus on time
- Quick & simple
- Necessary resources immediately available
- Immediate results (new process functioning by end of week)
- 5S “mindset”, use the steps to support the event activities

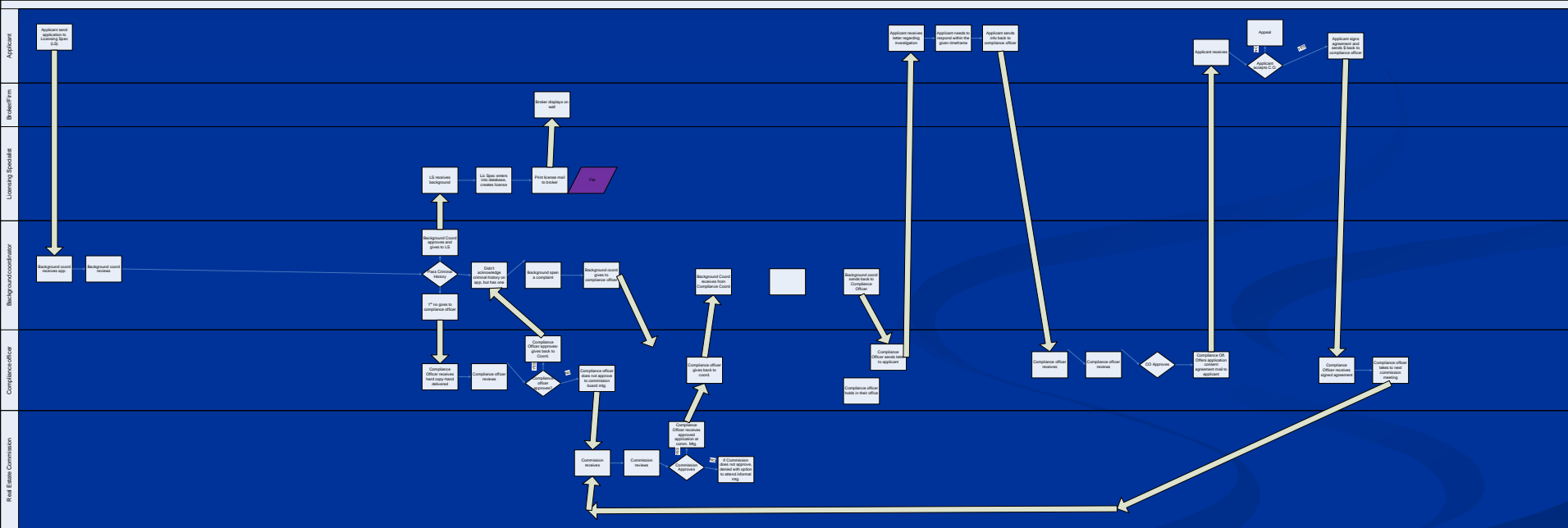


# Current Process - Real Estate Sandy



# New Process - Real Estate Sandy

NEW Real Estate Process

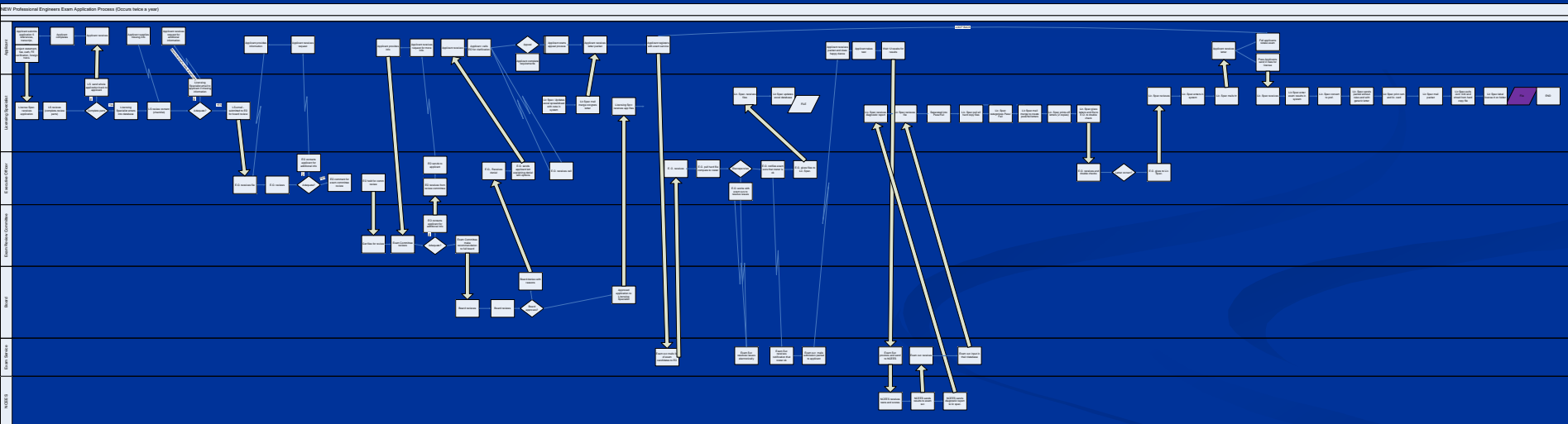


# Current Process - PE Exam

## Jennifer



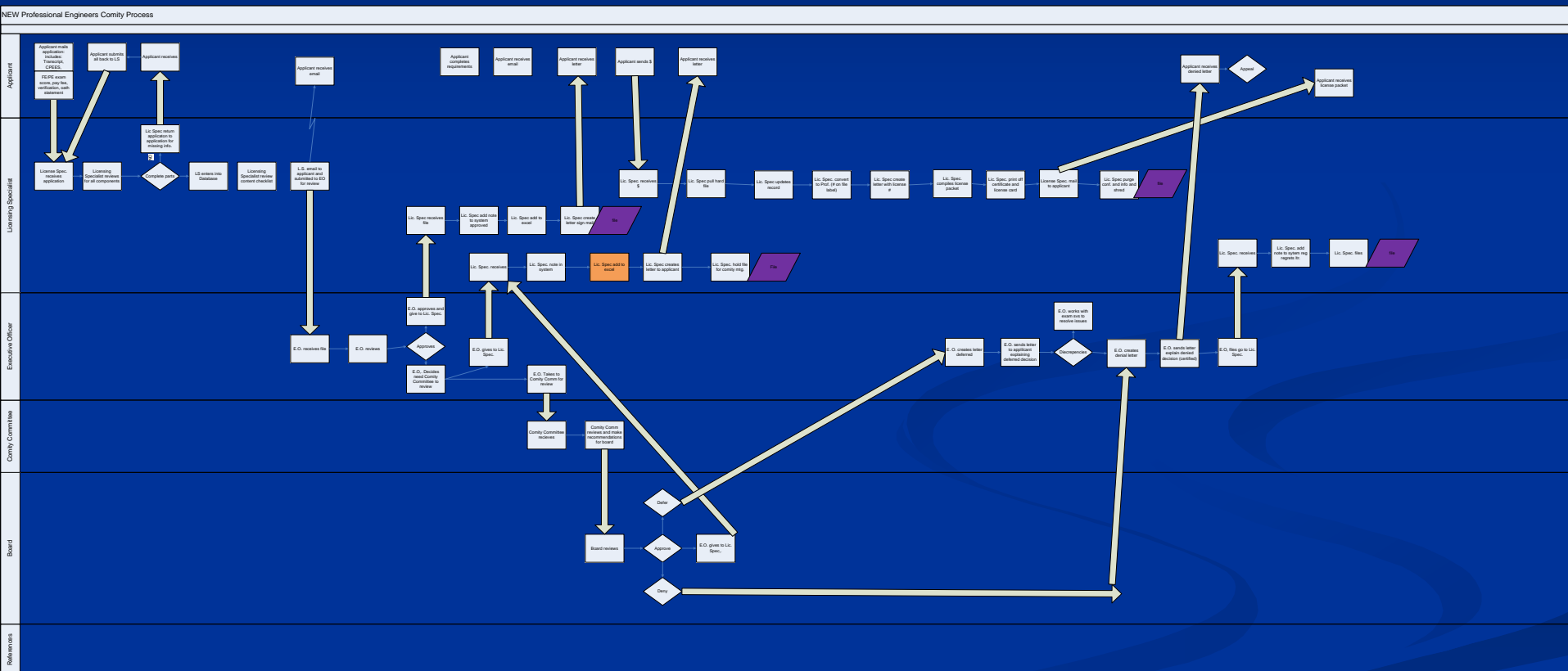
# New Process - PE Exam Gleean





[illegible]

# New Process - Comity Glean



# Brainstorming Heidi

- Identified common themes
- Seven ideas to implement

# De-selection Process - Heidi

- Identifies
  - Impact to customer
  - Difficulty implementing
- Helps to rate/rank solutions to resolve issues while identifying ease of implementation

I  
M  
P  
A  
C  
T

I	III
II	IV



# Results- Real Estate

## Glenda

	Current Real Estate Process	New Real Estate Process	% of Change	
# of Steps	47	42	11%	
# of Hand offs	17	16	6%	
# of Decisions	6	6	0%	
# of Value Added Steps	3	3	0%	
# of Delays	17	17	0%	
Best Completion Time Line	3.1 weeks	2.4 weeks	13%	
Worst Completion Time Line	47 weeks 2 days	32 weeks	23%	

# Results-P.E. Exam

## Glenda

	Current P.E. Exam Process	New P.E. Exam Process	% of Change	
# of Steps	94	89	5%	
# of Hand offs	26	26	0%	
# of Decisions	6	9	50%	
# of Value Added Steps	4	4	0%	
# of Delays	19	19	0%	
Best Completion Time Line	27.2 weeks	11.4 weeks	40%	
Worst Completion Time Line	112 weeks	78 weeks	70%	

# Results-Engineers-Comity Glenda

	Current Comity Engineer Process	New Comity Engineer Process	% of Change	
# of Steps	64	52	19%	
# of Hand offs	24	22	8%	
# of Decisions	7	8	13%	
# of Value Added Steps	3	3	0%	
# of Delays	8	8	0%	
Best Completion Time Line	9 weeks	4 weeks	44%	
Worst Completion Time Line	53 weeks	29 weeks	54%	

# Current Work Environment

## Jill

- Divisive Environment – Negative, on a scale from 1 to 10 a “1”
- Lacks face to face communication
- Lack of leadership – at all levels
- Lack of consistency applying rules
- Micro management / no trust of people’s professional judgment
- Very High Stress

# Current Work Environment

## Jill

- Too much sabotage / office politics
- No trust
- Anger over work distribution based upon inaccurate system generated numbers rather than work processes
- No spirit of cooperation – silo mindset

# Vision Jill

- Quality leadership & service
- Positive attitudes & positive reinforcement
- Support, trust, and respect each other
- Professional / flexible environment

# Vision Jill

- Listening to each other for understanding (agree to disagree)
- Equal distribution of work & willingness to share in responsibility
- **FUN & ENJOYABLE WORKPLACE**

# Game Plan

## Jill

- Positive attitude
- Free, open, honest communication & listening (using appropriate technique)
- Accountability – for yourself & with others
- Knowledge of work duties
- Trust & respect (personally and professionally)



# Game Plan

## Jill

- Be clear on your intent
- Consensus on office goals & vision and the commitment to achieve them
- Willingness to ask for and offer help
- Establish and communicate rules & applied consistently and equally
- STOP THE SABOTAGE

# Homework

## Gary

Item	Item Description	Person Responsible	Due Date
1	Draft rules for eliminating references for comity apps.	Gleean	5/8
2	Replace Ethics questionnaire w/ oath	Gleean	5/8
3	Accept transcripts direct from student	Gleean	5/8
4	Revise forms after board meeting	Jennifer	9/17
5	Revise instructions	Jennifer	9/17
6	Revise web pages	Jennifer	9/17

# Homework

## Gary

Item	Item Description	Person Responsible	Due Date
7	Explore electronic verification system	Gleean	5/4
8	Implement e v s	Gleean	7/8
9	Meet with Iowa Interactive for system changes to eliminate double entry	Jennifer	4/30
10	Identify what has worked in other state agencies for imaging documents	Heidi	5/4
11	Eliminate paper rules in engineers	Jennifer	5/7
12	Generic memo to new licensees which includes website for rules	Jennifer	4/7

# Homework

## Gary

Item	Item Description	Person Responsible	Due Date
13	Change order of mail delivery of r.e. apps	Sandy	4/7
14	Advocate to the p.e. board changes the team has proposed	Gary, Christy	5/8
15	Develop checklist for complete application for PE Exam	Gleean	5/8
16	Develop method to inform exam candidates of the new changes	Gleean / Board	9/17
17			
18			

# **Team Member's Experience**

**Jim O'Neill**  
**Glenda**

**Comments:**

**Jim Scott,  
Consultant TBM**

**We welcome your  
questions and comments!**